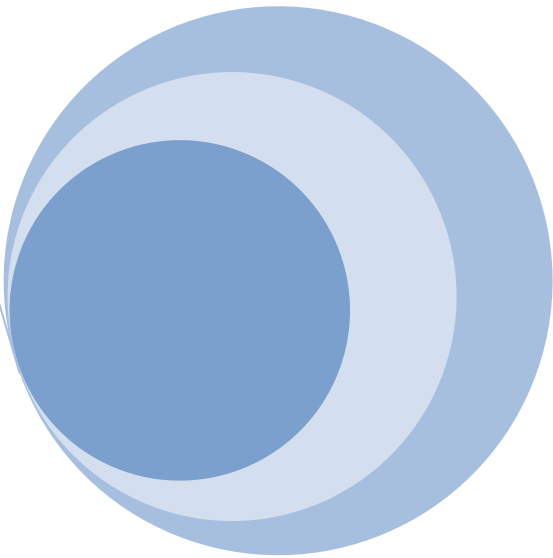
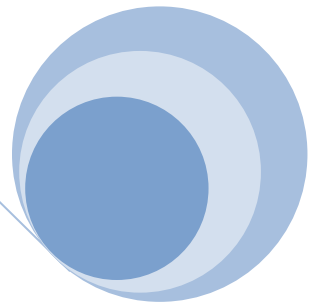


# Board of Directors Training Curriculum Checklist



# Board of Directors Training Curriculum Checklist

Program Name: \_\_\_\_\_

Date Completed: \_\_\_\_\_

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
Mission	Met	Not Met	Met	Not Met
<b>Determining the provider's Corporate Status and Mission</b>				
1. Development of the mission and long-range goals and objective of the provider.				
2. Have a board approved mission statement consistent with stated purpose.				
3. The Board must ensure that all governance activities reflect the mission of the organization				
4. Board periodically reviews the mission				
<b>Board Composition</b>				
<b>Building an effective Board of Directors</b>				
1. Board members are personally committed and possess specific skills needed to accomplish the mission.				
2. The term limits for board members in place.				
3. Each applicant and licensee shall be incorporated and maintain its corporate status.				
4. The Board membership reflects the diversity of the community served by the organization.				
5. A minimum of five individuals with an interest in or knowledge of the needs of children and their families:				
6. At least one member of the board has demonstrated knowledge in the field of <b>human services</b> .				
7. At least one member of the board has demonstrated knowledge in the field of accounting, business or <b>financial management</b> .				
8. Board must be an odd number of members.				
9. State what each member contributes in terms of knowledge and expertise.				
10. At least one member of the board must be a Maryland resident.				
11. The Board excludes family members of employees.				
12. Stagger term of appointments for the Board of Directors				
13. The Board provides a methodology for succession for both officers and members. (Recruitment Methods)				
14. The Board excludes individuals who are compensated for providing goods and/or services to the organization.				

# Board of Directors Training Curriculum Checklist

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
Organizational Evaluation	Met	Not Met	Met	Not Met
<b>Comply with COMAR 14.31.05.04</b>				
1. Before submitting an application for licensure to the licensing agency, an out-of-state applicant shall register and qualify with the <b>Department of Assessment and Taxation</b> to do business in Maryland.				
2. The applicant shall submit to the licensing agency a certified copy of the articles of incorporation and by-laws. (Annually)				
<b>Program Evaluation</b>				
<b>Program evaluations are used to strengthen organization/make programmatic changes.</b>				
1. All programs are evaluated in relation to the mission.				
a. Ensure procedures address programmatic efficiency and effectiveness				
b. Include qualitative and quantitative methods				
c. Ensure procedures are effective				
d. Include input from program participants				
<b>Governing Body</b>				
<b>Board Responsibilities:</b> The Board establishes the <b>"tone at the top"</b> and implements best governance practice for the organizational performance.				
1. The Board engages in long term and short term planning for the organization.				
2. The Board establishes policies for effective management.				
3. The Board oversees all organizational activities (e.g. risk management, strategic direction setting, compliance with law, good business, and ethical practices), but does not have direct management of any of the				
4. The Focal point for all governance activities.				
5. The Board evaluates the executive director annually and sets the executive's compensation.				
6. The Board periodically reviews the overall salary structure of the organization				

# Board of Directors Training Curriculum Checklist

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
Governing Body Cont'	Met	Not Met	Met	Not Met
7. The Board assesses organization's financial performance in relation to the budget. <ul style="list-style-type: none"> <li>a. Board approved the organization's budget.</li> <li>b. Board reviews the percentages of the organization's resource spent on program, administration, and fundraising annually.</li> <li>c. Board approves</li> </ul>				
<b>Senior Management</b>				
8. Under the oversight of the Board, sets strategic direction and establishes an entity's value system.				
9. Provides assurance that risks are monitored, results are measured, and corrective actions are implemented in a timely fashion.				
<b>Operating Management</b>				
10. A written performance evaluation that takes place annually.				
11. Accountable to executive management, and ultimately the Board, for implementing and monitoring the risk management process and establishing effective and appropriate internal control systems.				
12. Deploy strategy, enforce internal control, and provide direct supervision for areas under its control.				
<b>Internal Auditing</b>				
1. Performs assessments to provide assurance that governance structure and processes are properly designed and operating effectively.				
2. Provides advice on potential improvements to governance structures and processes.				
<b>External Auditing</b>				
1. Provide independent assurance on the financial statement preparation and reporting activities, in accordance with applicable regulations and accounting principles.				

# Board of Directors Training Curriculum Checklist

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
Conduct of the Board	Met	Not Met	Met	Not Met
Board members need ongoing education on the significant issues facing the organization, changing technology, and emerging risk areas.				
1. The board will complete written minutes during every meeting and distribute accordingly.				
2. Must provide written meeting minutes and distribute				
3. The Board educates, trains and develops board members. a. The Board orientation includes an overview of the <b>Board of Directors Training Curriculum Checklist</b> .				
4. The Board periodically assesses its own performance.				
5. Provide written expectations of each member of the Board				
6. The Board will determine the frequency to meet as needed to conduct business (at least 4 times per year)				
7. The Board has policies on attendance, participation, and noncompliance				
<b>Conflict of Interest Policy</b>				
<b>Conflict of Interest:</b> To identify and appropriately address and conflict of interest, the following procedures represent the minimum procedure that should be followed:				
1. Have a board approved conflict of interest policy.				
a. Applicable to staff, board, and volunteers. b. Identifies transactions that raise conflict of interest. c. Outline procedures for actual or potential conflicts d. Provide a review of transactions by uninvolved members of the Board.				
2. Communication and Acceptance of Ethics Policies and Codes of Conduct.				
3. Summarizes key elements of the conflict of interest policy a. Provides a space for disclosing financial interest. b. Is signed by staff, volunteers, and board members annually				
4. Ethic Investigations and Related Employee Discipline.				

# Board of Directors Training Curriculum Checklist

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
Specific Activities of Organizational Governance	Met	Not Met	Met	Not Met
Management Evaluations and Compensation. <i>Compensation of management is coming under increased scrutiny. The concern is over not just reported cash compensation, but also indirect forms: stock compensation programs, personal use of the organization's resources, and reimbursement of excessive expenses.</i>				
1. Create a Board Policy Manual.				
2. The Board shall review Board meeting schedule, establishment of agendas, dissemination of advance information, and adherence to the committee charter.				
3. Maintain Awareness of Governance Requirements				
4. Governance self-assessments. The Board should perform or appropriateness of its charter, adequacy of its calendar, and other governance and activities.				
<b>The Board of directors shall:</b>				
1. Approve the licensee's annual budget and audit;				
2. Establish policy;				
3. Have fiscal oversight; and				
<b>Ensure that the licensee does not discriminate on the basis of:</b>				
I. Race; II. Color; III. National origin; IV. Religion; V. Creed; VI. Age; VII. Sex VIII. Sexual orientation; IX. Marital status X. Ancestry; or XI. Physical or mental disability				
4. Appoint and evaluate the program administrator.				
5. Meet at least quarterly each year and permanently retain minutes of each meeting.				
<b>Notify the licensing agency within 48 hours of:</b>				
1. The dismissal of the program administrator; or				
2. The appointment of a new program administrator; and				

# Board of Directors Training Curriculum Checklist

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
Specific Activities of Organizational Governance Cont'	Met	Not Met	Met	Not Met
1. In the event of a vacancy in the program administrator meets all the qualifications and assumes all the responsibilities of a program administrator.				
<b>Human Resources</b>				
2. The Board approves the personnel policies governing: <ul style="list-style-type: none"> <li>➤ Working conditions</li> <li>➤ Vacation</li> <li>➤ Sick leave</li> <li>➤ Employee benefits</li> <li>➤ Supervisions</li> <li>➤ Hiring and Firing</li> <li>➤ Grievances</li> <li>➤ Growth and development</li> <li>➤ Confidentiality of employee records</li> </ul>				
3. Board approves volunteer policies governing: <ul style="list-style-type: none"> <li>➤ Initial assessments and screenings</li> <li>➤ Assignment to and training for appropriate responsibilities</li> <li>➤ Ongoing supervision, evaluation</li> <li>➤ Opportunities for advancement</li> </ul>				
4. A written performance evaluation takes place annually.				
5. Employee Performance Evaluations				
6. Establish an Employee Training Program				
7. Ethics Investigations and related Employee Discipline				
<b>Employee Orientation</b>				
1. New employees receives an orientation to include: <ul style="list-style-type: none"> <li>➤ Review of personnel polices</li> <li>➤ Review of position description</li> </ul>				
<b>Financial and Legal Issues</b>				
2. Operate in accordance with Board approved budget.				
3. Internal financial statements with materials variation between actual and budgeted expenses and revenues identified prepared at least quarterly.				
4. Audit for organizations with annual revenue in excess of \$300,000				
5. Confidential means to report suspected financial impropriety (whistle blower protection in place)				

# Board of Directors Training Curriculum Checklist

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
Legal Compliance and Accountability	Met	Not Met	Met	Not Met
1. Board approved financial policies governing: <ul style="list-style-type: none"> <li>➤ Investment of the assets of the organization,</li> <li>➤ Internal control procedures, and</li> <li>➤ Unrestricted current net assets</li> </ul>				
2. Compliance with federal, state and local laws				
3. Assessment of need for insurance coverage ( general liability and Directors and Officers liability insurance)				
4. Internal review of the organization's compliance with known existing legal, regulatory and financial reporting requirements.				
5. Board approved documents destruction/retention policy				
Annual Report				
1. An Annual report is made available to the public which includes: <ul style="list-style-type: none"> <li>➤ Mission Statement</li> <li>➤ Program Activities'</li> <li>➤ Summary Statement of Financial Position</li> <li>➤ Summary Statement of Activities</li> <li>➤ Names of Board Members</li> <li>➤ Names of Management Staff</li> </ul>				
Public Access				
2. Opportunity for members of the public to communicate with organization representative				
3. Someone on staff is responsible for the organization complying with state and federal disclosure laws.				
Fundraising Activities				
4. Reasonable fundraising cost over time; nonprofit should realize revenue from fundraising and other development activities that are at least three times the amount spent on conducting them.				
5. Accurate and truthful solicitation and promotional materials.				
6. Honor the statement made in fundraising appeals				
7. Honor the restrictions placed on contributions by donors				

# Board of Directors Training Curriculum Checklist

Training Curriculum Requirements	Provider Self Evaluation		GOC's Evaluation	
	Met	Not Met	Met	Not Met
<b>Donor Relationships and Privacy</b>				
8. Respect the privacy of donors and safeguard Confidentiality of donor information				
9. Provide donors the opportunity to remain anonymous				
10. Solicitations free from undue influence or excessive pressure				
11. Provide donor an opportunity to have their names removed from any mailing lists which are sold, rented, or exchanged.				
12. Honor donor requests to curtail repeated mailing or telephone solicitations from in-house lists.				
<b>Acceptance of Gifts</b>				
13. Board approved acceptance of gifts policy governing: ➤ Limits on individuals of gifts policy governing ➤ Purposes for which donations will be accepted ➤ Whether to accept unusual or unexpected gifts				
<b>Fundraisers</b>				
14. Fundraising personnel compensation not compensated on percentage or commission.				
15. Use of paid fundraising consultants who are registered with applicable federal, state, and local agencies.				
16. Exercise control over any staff, volunteers, contractors, other organizations, or businesses who solicit contributions on behalf of the organization				
<b>Public Affairs and Public Policy</b>				
1. Advocacy policy that has been approved by the board.				
<b>Public Education</b>				
2. Assurance that publicly distributed educational information is factually accurate and provides sufficient context.				
<b>Promoting Public Participation</b>				
3. Activities are strictly nonpartisan.				

Resource Specialist signature: \_\_\_\_\_ Date: \_\_\_\_\_

Program Staff signature: \_\_\_\_\_ Date: \_\_\_\_\_